

The Human Side of Organizational Change

Incorporating the Human Element to the Bottom Line

Software Process Improvement Conference

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Learning Objectives

This is a highly interactive workshop providing a framework for individuals to enhance their skills as they explore effective ways to manage the human side of change initiatives. At the end of the session participants will be able to:

- 👍 Identify elements of the human side of change
- 👍 Explore phases of organizational transitions
- 👍 Examine principles for managing change
- 👍 Review strategies for transitioning from old to the new
- 👍 Examine common assumptions about change in organizations

Spectrum of Reactions to Change

Denial/Disbelief
“It’ll never happen.”

Anger/Attack
“What idiots thought this up?!”

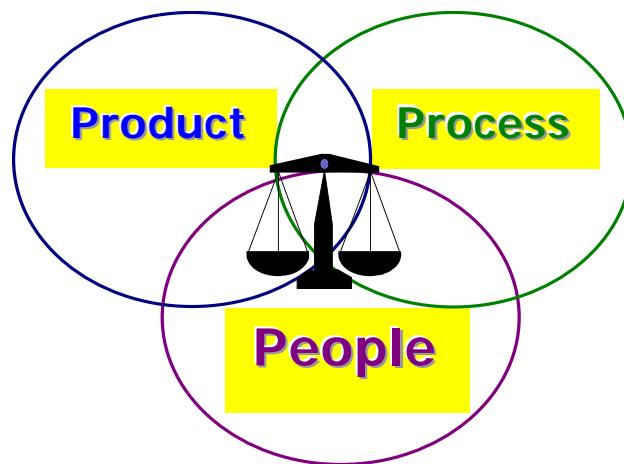
Bargain/Strike a Deal
“Let’s move a little slower, phase it in...”

Depression/Sadness
“Everything is ruined.”

Acceptance/Resolution
“Well, it’s not going to go away.”

Problem Solving/Adaptive Behavior
“What do we have to do to make it work?”

Factors to Consider in the Change Process



The components above are inherent to all organizations. When an organization is in the process of under taking a change effort all faucets of the Venn diagram above should be considered.

Product: “What” product or service does the change area specialize in? What business are they in as a division, directorate etc. What task(s) do they accomplish?

Process: How do you use “processes” to get the work or the business accomplished? Including the consideration of laws, regulations as well as agency policy and procedures, (anything used in giving guidance to getting the work accomplished) Additionally, focus to *all* of the hand-off points of the process are critical to the documenting of the current organizational state..

People: Who are the individuals involved in both the “tasks” and the processes of getting the work done? (consider both internal and external stakeholders of the processes and tasks).

**THINKING OF A TIME YOU HAVE EXPERIENCED A CHANGE
IN YOUR LIFE:**

WHAT WAS THE CHANGE?

HOW DID YOU APPROACH THIS CHANGES?

**WHAT DO YOU KNOW ABOUT YOURSELF WHEN FACED WITH
CHANGE? AND HOW DOES THIS HELP OR HINDER YOU AS A
MANAGER/CHANGE AGENT?**

THE HUMAN SIDE OF CHANGE

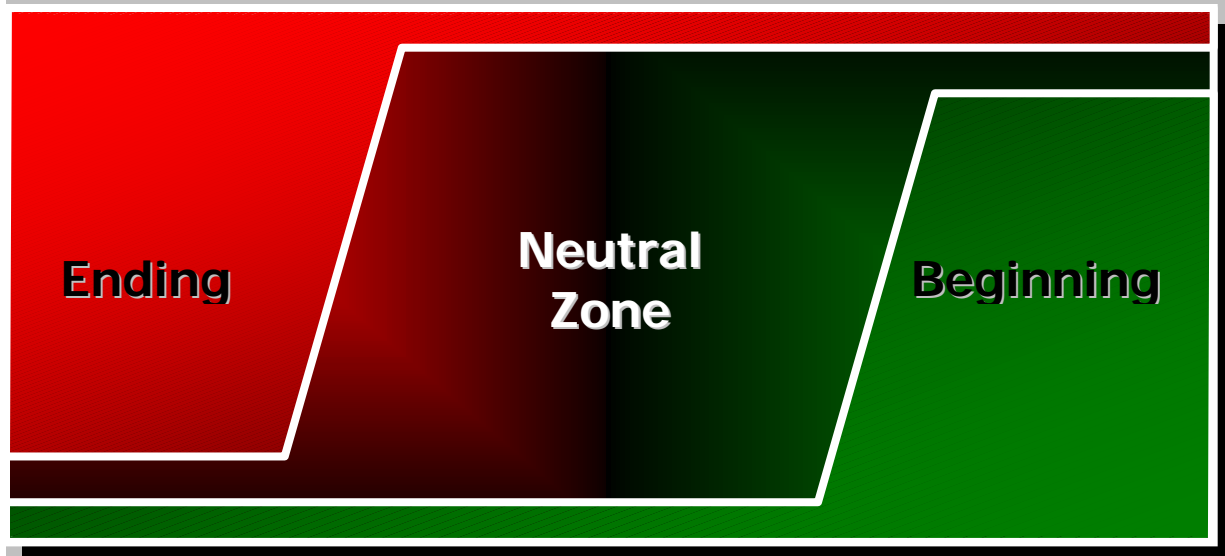
People can view the prospect of *Change* as providing *Opportunities* and/or *Threats*.

For people to support change, they must perceive more *Incentives* than *Disincentives*.

Some Incentives	Some Disincentives
New Opportunities	Loss in Power, Position, Prestige
New Relationships	Loss of Friends and Colleagues
New Skill Development Job Advancement	Cost of Learning New Things
Will Make More Money	Could be Dead-Ended
Understand Purpose and Reasons for Change	Will Have to Work Harder
“It Will Help Me By...”	Don’t Understand Why the Change is Needed
Something New and More Challenging/Exciting	There is Nothing in it for Me
	Fear of Unknown

Transitions

William Bridges



In the model shown above, William Bridges suggests that there are three phases to the psychological process of transition. The phases overlap; we can actually experience more than one of them simultaneously. Movement through transition is marked by a change in the dominance of one phase as it gives way to the next.

Ending the old means giving something up, losing something. Even with self-initiated change, endings often bring feelings of sadness, remorse, and nostalgia. A common failure in organizational change is to fail to adequately consider who will lose something of value when a change is implemented. Sometimes losses are identified but the grief is not acknowledged.

The **Neutral Zone** between the end of the old and the start of the new is often a time of chaos and confusion. This uncertainty can lead to great creativity and innovation, however. If you are a manager, this is a good time to encourage training to learn new skills and experimentation to see how the new world will work. Expect the uncertainty to create anxiety and stress, however.

The **New Beginning** builds on things that happened in the 'neutral zone;' it involves adopting a new mindset or new identity and cannot be scheduled.

People go through transitions at different paces. Some people may still be wrestling with ending losses while others are already excited about new beginnings. In organizations, this sometimes happens because people get information at different times. Senior managers may have thought about a change quite a bit before they present it to people below them. As a result, managers may be in the beginning phase while their subordinates are still in an ending phase.

TRANSITION PHASES IN ORGANIZATIONS

Phase	Signs/Symptoms	Management Ideas
Letting go	Denial, grief, anger Despair before acceptance Wonder where they fit in the organization Suspect they have been deceived by management Separation from old People wonder who they are Things don't make sense	Encourage expression of feelings Emphasize connection to vision Be honest Provide full communication Discuss options
Neutral	Tempted to leave organization Lots of rumors Productivity declines Feelings of lost/frightened	Acknowledge neutral zone must be gone through Accept questioning and fear Encourage people to hand-in there
New Beginning	Rebirth needed New learnings Loss of attachments "I don't know my supervisor" Excitement	Constant reinforcement of new vision Provide information about new organization Empower people to begin planning Recognize need for adjustment Help build new identity

Principles for Managing Organizational Change

- Involvement Leads to Commitment
- Clear Communication to Everyone Impacted
- Planned and Managed
- Address Interdependencies
- Provide Feedback on Accomplishments and Progress
- Need top Management Support
- Need Perseverance, Conviction and Commitment

Strategies for Transitioning From The Old To The New

What You Can Do:

1. Create temporary structures and systems to keep things going even when everyone is not fully invested in the new system.
2. Hang in there. Time is on your side. People do begin anew, but only after they let go of the old.
3. Expect people to be anxious, threatened, angry, and emotional. Their feelings are typical of people in transition.
4. Highlight and create continuities between the old and the new. When “everything” seems to be changing, it’s helpful to know some things will stay in place.
5. Help others to consider and explore the possible benefits and new potentialities for them and the organization associated with the change.
6. Recognize new situations may require new attitudes, relationships and skills for most people. You will need to help them acquire these before people will feel comfortable with change.

Things to Avoid:

- Don't rush people. People must let go of the old before they grasp the new.
- Don't downplay the significance of change. The person being asked to change may see it as "the end of life as they know it." Remember, this is a natural part of the change process.
- Don't assume you change an organization the way you fix a car. People have feelings, habits, egos and memories. Cars don't.

“Change Imposed is Change Opposed”

Spencer Johnson

Some Assumptions About Change In Organizations

About Individuals

1. Most individuals wish to grow and develop.
2. Most individuals want their organization to succeed.
3. Most individuals tend to be resistant to change if goals or means toward them are unclear.
4. Most individuals need reference groups in an organization.
5. The peer group usually is primary reference group.
6. Individuals tend to support change more if they have participated in planning the change.
7. Individuals can learn to improve their diagnostic skills to better analyze a situation and plan its change.
8. Most individuals in hierarchical organizations have learned to resist, avoid or suppress confrontation and management of conflict.
9. Individuals have membership in several groups (i.e.. subordinate, head of a work family, colleague group, etc.). Therefore, effective work performance requires effective leadership and membership skills.

Some Assumptions About Change In Organizations

About Organizational System

1. The larger organization system is composed of a series of overlapping work groups connected by linking pins.
2. The basic unit of change in an organization is usually a face-to-face group.
3. Any change in a sub-system is likely to affect the whole system.
4. A particular aspect of a system (i.e., morale, quality of communication, etc.) is in a quasi-stationary equilibrium held there by opposing forces.
5. Most hierarchical organization have norms of relatively low openness due to a low level of trust.
6. Most organizations have norms of suppressing, avoiding, or compromising conflict within work groups and between groups.

Some Assumptions About Change In Organizations

About Change Efforts

1. A basic change strategy is to create conditions where those affected can systematically and meaningfully plan and carry out the change.
2. Work families or peer groups make natural learning groups.
3. Relationships, interpersonal communications, and values are matters on which working groups should spend some work time.
4. A universal target of change is to help people diagnose their own acts and learn from them.
5. Any organizational change effort must have goals that are meaningful to those who will be affected by the change.
6. To change a sub-system, relevant aspects of the environment must also be changed.
7. The place to begin a change effort is where stress, strain or an identified problem exists-not necessarily at some arbitrary point.
8. If basic structural changes are contemplated, change should start at the policy-making level.
9. Both the formal and informal organizations should be considered.
10. Systematic information collection, feedback, and action planning by the system to be changed, closely related in time, helps the implementation of change efforts.
11. Change of norms toward more openness is an early priority.

A Change Checklist

- 👍 Don't begin by trying to sell a solution. Sell the problem first.
- 👍 Make sure the problem is defined in such a way that the interested parties see that it threatens something they value
- 👍 Engage the interested parties in a search for a solution to the problem—which is “their problem.”
- 👍 Help the interested parties to define the problem so that the deeper issues are laid bare.
- 👍 Explain and justify the boundary issues and necessary baggage the things that a solution cannot include or exclude.
- 👍 Designate a task force to serve as the problem solvers for the whole. Give them the resources, information, training and facilitation time needed.
- 👍 Identify the barriers and the burdens—the things that stand in the way of or encumber the organization's movement toward the solution. (Repeat steps 1-6)
- 👍 Each task force announces its final recommendations, together with a time line and a list of “sponsors” for each of the action items in its recommendation.
- 👍 Review recommendations jointly, work out conflicts, inconsistencies and issue a formal change program to all interested parties.
- 👍 Establish a transitioning and monitoring team to keep track of the course of the changes and feedback information on unforeseen problems such as mid-course corrections etc.

A Transition Communication Checklist

When you are thinking of what to say about a situation that is causing people to be in transition, think of these questions:

- 👍 What is really driving the change? What is the problem causing the change?
- 👍 What would happen if we didn't change? Who says so?
- 👍 What will we become through the change? (Not just what will the outcome be, but what will it allow us to transform ourselves into?)
- 👍 How does the change fit with or grow out of the past? What does the change permit us to keep or protect?
- 👍 What kinds of secondary change (including 'side effects') are likely to occur?
- 👍 Answers to the questions, "What's in it for me?"
- 👍 How could individuals and groups be affected negatively by the change?
- 👍 What kind of assistance will we provide affected individuals and groups?

Note: These are critical questions. Don't imagine that it is enough to answer them once—and then say, "we already answered that." Answer them again and again, in different ways, using different communication channels.

"The Magic Number One Hundred and Fifty"

Wrap up

The C.U.S.P. of Change

Transition is a difficult experience for anyone, but some people deal with it better than others. Typically an individual's success during transition can be linked to:

Control: Do they feel they have some control over their situation?

Understanding: Do they understand, in terms that make sense to them, what is happening and why?

Support: Do they have support, emotional and practical, for what they must go through?

Purpose: Do they have a sense of personal purpose to give meaning to their experiences and actions?

Eight Steps to Transforming Your Organization

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition
3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short-Term Wins
7. Consolidating Improvements and Producing Still More Change
8. Institutionalizing New Approaches

Source: Leading Change: John P. Kotter

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ABOUT LE'ANGELA INGRAM

Le'Angela Ingram brings more than two decades of experience in a variety of private, public and academic organizations in the areas of Change Management, Staff Training and Development, organization Development, Human Resource Assessment, workforce Diversity, Selection and Management. Her work efforts focus on improved organization effectiveness, staff skills and employee commitment, and increased employee sensitivity to individual and cultural differences: reduction in cycle time and cost; and increased effectiveness and efficiency of workflow.

As a trainer and organization development consultant, Ms. Ingram conducts change management design and interventions for corporations, provides leadership training, process consulting, organizational assessment and diagnosis, coaching, management development and instruction aimed at achieving increased productivity and quality improvement in change management programs. She designs, develops and launches customized seminars and conferences in diversity, leadership skills, change management and team building yielding high ratings in content and quality.

***Selected clients include:** US Census Bureau, US Attorney's Office, USDA Graduate School, US Department of Urban Development, US Department of Health and Human Services, DC Superior Courts, Anne Arundel Community college, Montgomery Community College, Howard University, Johns Hopkins University, and the Washington Hospital Center.*

Ms. Ingram earned a Bachelor of Business Administration-Marketing from Howard University. She also holds a Master of Science in Applied Behavioral Science/OD-HRD from Johns Hopkins University where she also completed Fellowships in Change Management and women, Leadership and Change. She holds certificates in Transition Management by William Bridges, Myers Briggs Type Indicator and The Leadership Process from Harvard University.

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